

## Message Text

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PAGE 01 KIGALI 00820 01 OF 03 270905Z  
ACTION AF-10

INFO OCT-01 ISO-00 MMO-01 /012 W  
-----005385 270923Z /12-R  
R 261006Z MAY 78 ZFF4  
FM AMEMBASSY KIGALI  
TO SECSTATE WASHDC 6180

LIMITED OFFICIAL USE SECTION 1 OF 3 KIGALI 820

FORDPTY UNSECY FOR MANAGEMENT

E.O. 11652: N/A  
TAGS: OGEN  
SUBJECT: FY 1980 GOALS/OBJECTIVES AND RESOURCE MANAGEMENT (GORM)  
PROCESS

REF STATE 63477; STATE 85729

FORM ZBB-1:

1. TOTAL US PERSONNEL - 8
  2. TOTAL FSL - 19
  3. TOTAL COUNTRY "CURRENT LEVEL" - 27
- 
- A. PACKAGE 1 (90 PERCENT) - 24
  - B. PACKAGE 3 ( 10 PERCENT) - 3
  - C. PACKAGE 4

FORM ZBB-2: PACKAGE WORKSHEET:

ZERO-BASE BUDGETING  
FY-1980

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PERSONNEL RESOURCE WORKSHEET

(2) (3) (4) (5) (6) K7)  
FY 1978 PACKAGE I  
AMER AMER AMER AMER  
FUNCTION OVV. STAFF FSL OFF STAFF FSL

PROGRAM 3 2 2 3 2 2

ADMIN 2 1 17 2 1 14

TOTAL THIS

PACKAGE 5 3 19 5 3 16

CUMULATIVE

TOTAL 5 3 19 5 3 16

A (8) (9) (10) (11) (12) (13)

PACKAGE III PACKAGE IV

AMER AMER AMER AMER

OFF. STAFF FSL OFF. STAFF FSL

PROGRAM 0 0 1 0 0 0

ADMIN 0 0 2 3 0 13

TOTAL THIS

PACKAGE 0 0 3 3 0 13

CUMULATIVE

TOTAL 5 3 19 8 3 32

FORM ZBB-3:

1. DECISION UNTI: RWANDA

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2. PACKAGE 1 OF 3

3. ACTIVITY DESCRIPTION: KIGALI IS A SMALL EMBASSY WITH ONLY 8 STATE AMERICAN EMPLOYEES (AND IN FY-78 FOUR EMPLOYEES OF OTHER USG AGENCIES -- 2 AID, 1 PEACE CORPS, 1 ICA. THE ACTIVITY ABSORBING THE GREAT BULK OF USG FINANCIAL RESOURCES IN THIS COUNTRY IS THE AID PROGRAM, WHICH IS PROJECTED TO GROW SEVERAL-FOLD BY FY-980. MISSION-WIDE POLICY OBJECTIVES FALL INTO FOUR MAIN CATEGORIES:

A. HUMAN RIGHTS: RECONCILIATION AMONG RWANDA ETHNIC GROUPS; CONTINUATION OF EVOLUTION TOWARD A JUST AND STABLE GOVERNMENT STRUCTURE.

B. INCREASED FOOD PRODUCTION AND AVAILABILITY; DEVELOPMENT OF A NATIONAL POLICY TO REDUCE POPULATION GROWTH RATE.

C. AN INFLUENTIAL ROLE FOR RWANDA AS A VOICE FOR MODERATION ON REGIONAL AND AFRICA-WIDE POLITICAL AND ECONOMIC QUESTIONS.

D. COOPERATION WITH US ON REGIONAL AND GLOBAL ISSUES.

SUBSTANTIVE WORK IS HEAVILY ORIENTED TOWARD SUPPORTING PROGRAMS AND ACTIVITIES INTENDED TO FULFILL THESE FOUR OBJECTIVES. IN ADDITION, A RANGE OF REQUIREMENTS MUST BE MET FOR STATUTORY OR POLICY REASONS THAT TRANSCEND QUESTION OF US INTERESTS IN ANY PARTICULAR COUNTRY: E.G., CONSULAR AFFAIRS, COMMERCIAL AFFAIRS, GENERAL REPRESENTATION. IN FY-1978 EMBASSY PERSONNEL HAVE ALSO OPERATED REMARKABLY FULL CULTURAL/EDUCATIONAL/ INFORMATIONAL PROGRAM WITHOUT ANY ICA (USIA) AMERICAN AT POST.

ADMINISTRATIVE SECTION PROVIDES THE ENTIRE RANGE OF ADMINISTRATIVE SERVICES TO STATE, ICA, AID AND PEACE CORPS. ALL AGENCIES SUBSCRIBE TO THE MAXIMUM NUMBER OF SERVICES ALLOWED UNDER THE FAAS AGREEMENT. THE NUMBER OF DIRECT-HIRE AMERICAN POSITIONS LIMITED OFFICIAL USE

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SERVICED IN 1978 IS 13. THE NUMBER OF DIRECT-HIRE AMERICAN POSITIONS PROJECTED BY THE END OF FY-1980 MAY REACH 24. THE ADMINISTRATIVE SECTION IS CURRENTLY STAFFED BY ONE ADMINISTRATIVE OFFICER, TWO COMMUNICATIONS AND RECORDS OFFICERS (ONE FSRU, THE OTHER FSS), AND 17 LOCAL EMPLOYEES. A REQUEST AND JUSTIFICATION HAVE BEEN SUBMITTED FOR THE ESTABLISHMENT OF A DAS GENERAL SERVICES OFFICER.

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ACTION AF-10

INFO OCT-01 ISO-00 MMO-01 /012 W  
-----034683 010954Z /15 R  
R 261006Z MAY 78 ZFF4  
FM AMEMBASSY KIGALI  
TO SECSTATE WASHDC 6181

LIMITED OFFICIAL USE SECTION 2 OF 3 KIGALI 820

4. RESOURCE REQUIREMENTS: FY-80  
FY-978 \*6-1980 THIS CUMULATIVE  
PACKAGE ONLY

OFFICERS	5	5	5	5
STAFF	3	3	3	3
FSL'S	'9	19	16	16

5. IF APPROVED POLICY GOALS ARE TO BE ACCOMPLISHED, EMBASSY AND OVERALL MISSION RESOURCES WILL BE SUBSTANTIALLY INCREASED BY FY-1980. AID, PC AND ICA ALL PLAN SUBSTANTIAL INCREASES IN PERSONNEL AND BUDGET RESOURCES. AID INCREASES WILL ALSO BRING ADDITIONAL CONTRACT EMPLOYEES (THERE ARE 3 NOW) REQUIRING SUPPORT SERVICES. PC PROGRAM EXPECTS TO GROW TO 3 AMERICAN STAFF, SEVERAL LOCAL STAFF, AND PERHAPS 40 PCV'S (THERE ARE 7 NOW). ALL AGENCIES AGREE ON DESIRABILITY OF STATE-RUN JAO. THUS IT WOULD BE IMPOSSIBLE TO FUNCTION EFFECTIVELY ON BASIS OF PRESENT GOALS AND OBJECTIVES IF EMBASSY RESOURCES WERE REDUCED TO 90 PERCENT OF CURRENT LEVEL. ONLY PLACE WHERE REDUCTION COULD BE MADE WOULD BE IN ADMINISTRATIVE LOCAL STAFF -- A CUT OF 3 POSITIONS. THIS REDUCTION COULD BE ACCOMMODATED ONLY BY BROADENING THE CURRENT USE OF NON-PERSONAL SERVICES CONTRACTS FOR GENERAL SERVICES FUNCTIONS. BUT THE EMBASSY/JAO THEN WOULD NOT HAVE MEANS TO SUPPORT AUGMENTED PROGRAMS OF OTHER AGENCIES, ESPECIALLY AID, AND CHOICE WOULD HAVE TO BE MADE BETWEEN UNDESIRABLE LIMITED OFFICIAL USE

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ALTERNATIVES: EITHER HOLDING UP IMPLEMENTATION OF PROJECTED LARGER PROGRAM, OR AUTHORIZING AID TO ESTABLISH SEPARATE ADMIN OPERATION. WE THINK THERE ARE OVERWHELMING OBJECTIONS TO EITHER OF THESE COURSES (WILL ELABORATE UPON REQUEST).

### PACKAGE III

1. DECISION UNIT: RWANDA

2. PACKAGE 2 OF 3

3. ACTIVITY DESCRIPTION: ADDITION OF FSL RESEARCH ASSISTANT POSITION TO HANDLE PUBLICATIONS/DOCUMENTS, APPOINTMENTS, AND CLERICAL DUTIES IN CONNECTION WITH GROWING SUBSTANTIVE FUNCTIONS ARISING FROM GORM GOALS/OBJECTIVES. TWO ADMIN FSL POSITIONS WOULD RESTORE FUNCTIONS TO DIRECT EMBASSY (EVENTUALLY JAO) CONTROL WHICH MUST OTHERWISE BE COVERED FAR LESS EFFICIENTLY THROUGH CONTRACT AND PROCUREMENT OF OUTSIDE SERVICES.

4. RESOURCE REQUIREMENTS: FY-80

THIS PACKAGE			
FY-78	FY-79	ONLY	CUMULATIVE

OFFICERS	5	5	0	5
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STAFF	3	3	0	3
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FSL'S	19	19	3	19
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5. IMPACT ON US POLICY GOALS, OBJECTIVES, AND ESSENTIAL ACTIVITIES:

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COMPARED WITH PACKAGE I, ADDITION OF FSL RESEARCH ASSISTANT WOULD CONTRIBUTE TO FULFILLMENT OF ALL POLICY OBJECTIVES. EMBASSY REPORTING AND REPRESENTATION FUNCTIONS ARE NARROWLY FOCUSED, AT AMBASSADOR'S DIRECTION, ON ACHIEVING OR SUPPORTING GORM GOALS/OBJECTIVES - E.G., POL/ECON REPORTING CONCERNING PROBLEMS OF FOOD PRODUCTION AND POPULATION GROWTH. RESTORATION OF FSL ADMIN POSITIONS WOULD GREATLY INCREASE EFFICIENCY OF EMBASSY IN SUPPORTING GORM PROGRAM ACTIVITIES, SINCE ALMOST ALL BASIC SERVICES AND EQUIPMENT ARE IN PERPETUAL SHORT SUPPLY IN LOCAL MARKET. BUT PACKAGE III WOULD STILL LEAVE EMBASSY ADMIN FAR SHORT OF SUPPORT CAPABILITY REQUIRED FOR PROGRAM INCREASES PROJECTED BY AID, PC AND, TO LESSER EXTENT, ICA.

PACKAGE IV:

1. DECISION UNIT: RWANDA

2. PACKAGE 3 OF 3.

3. ACTIVITY DESCRIPTION: NO CHANGE IN SUBSTANTIVE PROGRAM ACTIVITIES. ADMIN SECTION TO BE INCREASED TO FULFILL REQUIREMENTS OUTLINED IN PACKAGE I.

4. RESOURCE REQUIREMENTS: FY-80

FY-78	FY-79	THIS	FY-80
		PACKAGE ONLY	CUMULATIVE

OFFICERS	5	7	3	8
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STAFF	3	3	0	3
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FSL'S	19	25	13	32
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5. AS DISCUSSED ABOVE AND IN KIGALI 40, 507, 726, AND 77  
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KIGALI 1518, KIGALI IS PROJECTED TO UNDERGO RAPID GROWTH OF NON-STATE

AGENCY PROGRAMS, ESPECIALLY AID AND PC. ALL THIS IS SCHEDULED TO TAKE PLACE AGAINST BACKGROUND OF EXTREME UNDER-DEVELOPMENT IN EVERY CATEGORY: INFRASTRUCTURE AND SERVICES, AVAILABILITY OF CAPITAL AND CONSUMER GOODS, AND ABOVE ALL, EFFICIENT AND RELIABLE LOCAL PERSONNEL. DIRECT-HIRE AMERICAN STAFF FOR ALL SERVICED AGENCIES HAS INCREASED FROM 8 TO 13 IN FY-78. OUTLOOK FOR FY-79 IS FOR 16, AND IN FY-80 AS MUCH AS 24. TO THIS SHOULD BE ADDED 10 OR MORE AID CONTRACT TECHNICIANS WHO WILL REQUIRE MOST OF THE SAME ADMINISTRATIVE SUPPORT. EMBASSY ANTICIPATES ESTABLISHMENT OF JAO STRUCTURE TO CARRY GREATLY INCREASED LOAD ADDITIONAL PERSONNEL AND THEIR PROGRAMS WILL IMPOSE.

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ACTION AF-10

INFO OCT-01 ISO-00 MMO-01 /012 W  
-----011375 300948Z /11-R  
R 261006Z MAY 78 ZFF4  
FM AMEMBASSY KIGALI  
TO SECSTATE WASHDC 6182

LIMITED OFFICIAL USE SECTION 3 OF 3 KIGALI 820

FOLLOWING IS INDICATIVE LISTING OF JAO POSITIONS WE THINK WILL BE NEEDED IN ORDER TO PROVIDE MINIMUM ACCEPTABLE SUPPORT FOR PROJECTED ALL-AGENCY PROGRAM QKMEW POSITIONS MARKED BY #):

FY-1980: ADMIN SECTION

US PERSONNEL (4)

1. CHIEF, JAO
2. GSO #
3. GSO #
3. GSO #
4. PERSONNEL OFFICER #

LOCAL PERSONNEL (30)

1. ADMIN ASST
  2. JAO CHIEF SECRETARY #
  3. RECEPTIONIST
  4. BUDGET MGMT ASST
  5. CASHIER
  6. VOUCHER CLERK #
  7. PERSONNEL ASST #
  8. TRAVEL CLERK #
  9. UNCLAS WIREROOM CLERK
  10. CUSTODIAL IZTIQPING&&& SPECIALIST
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11. MAINTENANCE SPECIALIST
12. MOTOR POOL SUPERVISOR #
13. GSO SECRETARY #
14. MECHANIC
- 15, 16. WAREHOUSE CLERK (2) # (1)
- 17, 18. ELECTRICIAN (2) # (1)
19. PLUMBER
- 20, 21 CARPENTER (2) # (1)
- 22,23. PAINTER/PACKER (2) # (1)
24. MASON #
- 25, 26, 27. DRIVER (3) # (1)
- 28, 29. MESSENGER (2) # (1)
30. PROCUREMENT CLERK

AS STATED ABOVE, HIS LISTING IS INDICATIVE ONLY, BUT IT REPRESENTS BEST ESTIMATE EMBASSY CAN MAKE WITH PRESENT RESOURCES AS TO WHAT WILL BE REQUIRED TO SUPPORT PROGRAM PROJECTED WITH FULL AGREEMENT OF ALL AFFECTED AGENCIES FOR FY-1980.

FINAL NARRATIVE SECTION: IN LIEU OF REPEATING ARGUMENTS AMDE ELSEWHERE, PROPOSE DEPT CONSIDER PRESENTATION MDE IN KIGALI 509, AMENDED BY STATE 102968.  
LESSER

NOTE BY OC/T: &&&AS RECEIVED.

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## Message Attributes

**Automatic Decaptioning:** X  
**Capture Date:** 01 jan 1994  
**Channel Indicators:** n/a  
**Current Classification:** UNCLASSIFIED  
**Concepts:** n/a  
**Control Number:** n/a  
**Copy:** SINGLE  
**Draft Date:** 26 may 1978  
**Decaption Date:** 01 jan 1960  
**Decaption Note:**  
**Disposition Action:** RELEASED  
**Disposition Approved on Date:**  
**Disposition Case Number:** n/a  
**Disposition Comment:** 25 YEAR REVIEW  
**Disposition Date:** 20 Mar 2014  
**Disposition Event:**  
**Disposition History:** n/a  
**Disposition Reason:**  
**Disposition Remarks:**  
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**Document Source:** CORE  
**Document Unique ID:** 00  
**Drafter:** n/a  
**Enclosure:** n/a  
**Executive Order:** N/A  
**Errors:** N/A  
**Expiration:**  
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**Litigation Codes:**  
**Litigation History:**  
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**Office:** ACTION AF  
**Original Classification:** LIMITED OFFICIAL USE  
**Original Handling Restrictions:** n/a  
**Original Previous Classification:** n/a  
**Original Previous Handling Restrictions:** n/a  
**Page Count:** 7  
**Previous Channel Indicators:** n/a  
**Previous Classification:** LIMITED OFFICIAL USE  
**Previous Handling Restrictions:** n/a  
**Reference:** 78 STATE 63477, 78 STATE 85729  
**Retention:** 0  
**Review Action:** RELEASED, APPROVED  
**Review Content Flags:**  
**Review Date:** 27 apr 2005  
**Review Event:**  
**Review Exemptions:** n/a  
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**Review Release Event:** n/a  
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**Review Withdrawn Fields:** n/a  
**SAS ID:** 2554043  
**Secure:** OPEN  
**Status:** NATIVE  
**Subject:** FY 1980 GOALS/OBJECTIVES AND RESOURCE MANAGEMENT (GORM) PROCESS  
**TAGS:** OGEN  
**To:** STATE  
**Type:** TE  
**vdkgvwkey:** odbc://SAS/SAS.dbo.SAS\_Docs/b9e6b695-c288-dd11-92da-001cc4696bcc  
**Review Markings:**  
Sheryl P. Walter  
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US Department of State  
EO Systematic Review  
20 Mar 2014  
**Markings:** Sheryl P. Walter Declassified/Released US Department of State EO Systematic Review 20 Mar 2014